Customer Profiles

Our customers value and want an onsite representative who knows DCMC and its capabilities. The Customer Liaison represents the DCMC Commander at the buying activity and serves as the primary point of contact for DCMC level business dealings relating to a number DoD weapons systems and support programs. As a corporate asset, the Liaison must maintain a DCMC-wide focus in dealing with customer issues. The Liaison must stay current on issues of importance to the buying activity and on initiatives being fostered by DCMC, and is responsible for integrating and balancing these two important factors in an effective manner.

Outlined below is a brief synopsis of Army, Navy, Air Force, and DLA Supply Center customer missions and workload priorities, where DCMC has Customer Liaisons assigned. Links to the Buying Commands web sites are included.

ARMY:

US Army Tank-Automotive and Armaments Command (TACOM):

The U.S. Army Tank – automotive and Armaments Command, located in Warren, Michigan, is responsible for generating warfighting capability; sustaining readiness; and managing a very significant piece of the Army's investment in our warfighting capacity. TACOM is the integrator of 3,200 weapon systems that form the core of the Army's warfighting capability by providing research, development, engineering, field and support for mobility, armament, munitions, and chemical systems, through their total life cycle. In addition to the Warren headquarters at the Detroit Arsenal, TACOM has subordinate activities at four other locations: Rock Island Arsenal, Picatinny Arsenal and Red River and Anniston Army depots. TACOM provides total life cycle management and integration of critical systems involving Combat Vehicles, Tactical Vehicles, Trailers, Watercraft, Tactical Bridges, Construction Equipment, Materiel Handling Equipment, Fuel & Water Distribution Equipment, Mortars, Rifles, Machine Guns, Chemical Defense Equipment, Ammunition, Howitzers, Aircraft Armaments, Large Caliber Guns and Demolitions, and Explosives. TACOM provides direct support to the Program Executive Officer (PEO) for Ground Combat and Support Systems for the Abrams Tank, Bradley Fighting Vehicle, Family of Medium Tactical Vehicles, Crusader, Joint Program Lightweight 155 Howitzer, Sense and Destroy Armor, and Tank Main Armament systems.

U.S. Army Aviation & Missile Command (AMCOM):

The U.S. Army Aviation and Missile Command, located in Huntsville, Alabama, is responsible for development, acquisition, fielding and support of aviation and missile systems. AMCOM provides highly visible contracting and inventory management support for half of the Army's primary war readiness systems including the Apache Longbow, the Kiowa Warrior, the Patriot Missile and the Army Tactical Missile system to name a few. Additionally, AMCOM provides functional management support for Unmanned Ground and Aerial Vehicles, the Centralized Measuring Devices Activity, and fixed wing aircraft.

U.S. Army Communications-Electronics Command (CECOM):

The Communications – Electronics Command located in Ft Monmouth, New Jersey is an Army Material Command major subordinate command. It is responsible for supporting the Armed Forces with high technology Command and Control, Communications and Computers, and Intelligence and Electronic Warfare and Sensors (C4IEWS) equipment. CECOM provides research development and engineering, logistics, and acquisition services for tactical C4IEWS systems including software development, field support, technology base management, manufacturing technology and security assistance.

Industrial Operations Command (IOC):

The Industrial Operations Command located at Rock Island, IL is a multifaceted Army Material Command-Major Subordinate Command. The IOC provides highly advanced ammunition, weaponry, and technologies, as well as total life-cycle logistics support to U.S. armed forces worldwide. The command has three clearly defined core competencies: munitions, power projection, and industrial base operations. The IOC maintains world class facilities for the production and testing of new weapons and ammunition products. The command also, ships material, sustains equipment, supports the deployed material, and demilitarizes products through unique processes. IOC's goal is to become the key logistical link between America's fighting forces and America's defense industry by 2001.

Simulation, Training and Instrumentation Command (STRICOM):

STRICOM's mission is to provide the Army with training devices, simulations and simulators, test and training instrumentation, threat simulators, targets and related products and services. STRICOM also serves as the Department of Defense lead-agency for Distributed Interactive Simulation and Aggregate Level Simulation Protocol (ALSP) and is the Army Executive Agent for instrumentation and logistical support of the Combat Training Centers. STRICOM plays a unique and vital role in the integration of modeling and simulation tools across all three areas of Advanced Concepts and Requirements (ACR); Research, Development and Acquisition (RDA; and Training, Exercise and Military Operations (TEMO).

STRICOM's mission includes the development, acquisition, distribution and maintenance of simulation and instrumentation solutions that help evaluate concepts, support requirements definition, support materiel development, test and evaluation. These solutions also provide and integrate a warfighting experimentation synthetic environment in support of the Army's Force XXI Battle Labs and Research, Development and Engineering Centers. STRICOM is a leading provider of simulation solutions for warfighting experimentation, testing, training and related future operational battle space needs.

NAVY:

Space and Naval Warfare Systems Command (SPAWAR):

The Space and Naval Warfare Systems Command, located in San Diego, CA., is responsible for the Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance (C4ISR) needed to effectively deploy and defend forces using modern weapons and warfare. SPAWAR provides systems that collect, coordinate, process, analyze and present complex information to military and civilian leaders. With an annual budget of $2.9 billion, SPAWAR performs Development, Acquisition and Life Cycle Management of inter-operable battle force systems including; Multifunctional Information Distribution System (MIDS), UHF Satellite Communications System, NATO Improved Link Eleven (NILE), NAVSTAR GPS, FDS Underwater Segment, Navy Extremely High Frequency Satellite Program (NESP) and the High Frequency Radio Group (HFRG).

Naval Air Systems Command (NAVAIR):

NAVAIR's unique mission is to serve the Navy and the Nation by developing, acquiring and supporting aircraft and related systems which can be operated, based, and sustained at sea. NAVAIR works closely with the Naval Inventory Control Point (NAVICP), and four Naval Aviation Program Executive Offices (PEOs).

NAVAIR's products and services include: aircraft, avionics, air-launched weapons, electronic warfare systems, cruise missiles, unmanned aerial vehicles, launch and arresting gear, training equipment and facilities. Total life cycle support of all naval aviation weapons systems includes: research, design, development and engineering; acquisition; test and evaluation; training facilities and equipment; repair and modification; and in-service engineering and logistics support.

NAVAIR (headquarters, product centers and naval aviation depots) oversees all weapons programs not managed by the PEOs, and provides all of the functional support the PEOs and their program management teams require, including acquisition management, contracting, research and engineering, test and evaluation, logistics, industrial support, corporate operations and shore station management. NAVAIR is dedicated to providing high quality, technologically superior and affordable products and support to the operating forces. Employed by NAVAIR are over 33,000 military and civilian personnel headquartered in Patuxent River, Maryland, and located at 9 major technology and engineering centers,test and evaluation facilities, maintenance depots, and logistics support activities nationwide.

Naval Undersea Warfare Center (NUWC):

The Naval Undersea Warfare Center, located in Keyport, Washington and Newport, Rhode Island, has management and engineering responsibilities for submarines, autonomous underwater systems; and offensive and defensive weapons associated with undersea warfare. The Center provides full-spectrum research, development, test and evaluation, engineering and fleet support for undersea systems. NUWC has two main sites and several detachments spread geographically across North America that provide customers with the highest quality technologies, products and services to ensure the nations superiority in undersea warfare.

Naval Sea Systems Command (NAVSEA):

The Naval Sea Systems Command, located in Arlington, Virginia, is the Navy Department's central activity for designing, engineering, integrating, building and procuring U.S. Naval ships; and shipboard weapons and combat systems. NAVSEA is responsible for the maintenance, repair, modernization and conversion of in-service ships and their weapons and combat systems. It provides technical, industrial and logistic support for naval ships, and ensures the proper design and development of the total ship, including contractor-furnished shipboard systems. Additionally, NAVSEA is responsible for coordination of naval ship conversion and repair for the Department of Defense and the Military Sealift Command, including support of ship construction for the Maritime Administration.

Naval Inventory Control Point (NAVICP):
On 2 Oct 1995, the Navy's two ICPs, The Ships Parts Control Center (SPCC), Mechanicsburg PA and the Naval Aviation Supply Office (ASO), Philadelphia PA were combined establishing a single command; NAVICP, operating from both the Mechanicsburg and Philadelphia sites. NAVICP is responsible for program and supply support of Naval weapons systems. NAVICP Mechanicsburg provides procurement and inventory management of spare shipboard components and repair parts for naval vessels, shipboard missile systems, sonar, radar and communications systems. NAVICP Philadelphia provides procurement and inventory management of spare aviation unique components and repair parts for naval aircraft, aircraft weapon systems, related maintenance and test equipment. NAVICP awarded in excess of 21,000 contracts valued at more than $1.8 billion in FY 98.

AIR FORCE:

Air Force Materiel Command (AFMC) accounts for approximately 45 percent of DCMC's customer base. AFMC subordinate field activities complete about 400,000 contract actions each year and obligate approximately $29 billion annually. The Command consists of 17 field units responsible for Air Force missions that range from product development, research and development to logistics.

The following AFMC field activities are just a sample of the type of customer workload that DCMC is involved with:

Aeronautical Systems Center (ASC):
ASC serves the Air Force in the procurement of highly complex, high dollar value, major weapon systems. Many systems are classified. If it flies, ASC probably bought it. Examples include the B-2, F-22, F117, F-16, F-15, C-17, and TSAM. ASC also procures upgrades and components (such as radar or targeting systems) for those weapon systems.

Electronic Systems Center (ESC):
Electronic Systems Center is a dynamic organization with the important mission of providing the latest in command and control and information systems for the Air Force, the Department of Defense and our allies. ESC has five locations across the United States specializing in areas ranging from cryptologic support to the installation of command and control systems worldwide. ESC manages the development and acquisition of electronic

command, and control, (C2) systems. These systems gather and analyze information on potentially hostile forces, enabling commanders to make quick decisions and rapidly pass them on to their forces. ESC currently manage approximately 200 programs, and has an annual budget of more than $3 billion. Many of ESC's systems represent America's most valuable defense assets, such as the E-3 AWACS and the E-8 Joint STARS. As the Center of Excellence for command and control and information systems ESC provides full spectrum architectures, weapon systems management and technical cognizance throughout the life cycle of communications, intelligence, surveillance, reconnaissance, and information systems. The ESC leadership priorities are to reduce cycle time, integrate AF C2 using the DII-COE and GCCS/GCSS, reduce the life cycle cost of C2 Systems, develop military unique capabilities in the critical C2 technologies, and integrate ESC, make IWSM work, and be the development entry point for ASC2A/Battle Labs.

Space and Missile Systems Center (SMC):

As the space Center of Excellence, SMC strengthens our nation's security by providing integrated, affordable systems for the control and exploitation of air and space. Headquartered at Los Angeles Air Force Base, CA, SMC and subordinate organizations employee more than 8,500 people with an annual budget of $5.5 billion. Key subordinate organizations include: the 377th Air Base Wing and the Air Force Research Laboratory at Kirtland AFB, N.M., Rocket Propulsion Directorate at Edwards AFB, CA, and Geophysics Directorate at Hanscom AFB, MA. On-orbit support facilities are located at Onizuka AFB, CA, and Falcon AFB, CO.

SMC is responsible for research, development, acquisition, on-orbit testing and sustainment of military satellites and laser system programs. SMC has eight System Program Offices that are responsible for the acquisition and development of both satellite and launch vehicle programs. These programs include the Defense Meteorological Satellite Program (DMSP), Defense Satellite Communications System (DSCS), Defense Support Program (DSP), MILSTAR, Navstar Global Positioning System (GPS), Space Based Infrared System (SBIRS) Program, and the Airborne Laser (ABL) System Program. SMC also supports and manages several launch, and satellite & launch control systems including the Medium Launch Vehicles (Atlas II, Delta II), Evolved Expendable Launch Vehicle (EELV), Titan II, IV & IVB, and the Inertial Upper Stage (IUS) as well as the Satellite Control Network (SCN) & Spacelift Range (SLR,)

Ogden Air Logistics Center (OO-ALC):

As one of three remaining Air Force Logistics Centers, OO-ALC is responsible for the service and maintenance of a wide range of weapon systems and support organizations. The Worldwide Landing Gear facility located on-site in Ogden maintains over 70 percent of the Air Force landing gear systems. The Center is also home of the Systems Program office for the Air Force Intercontinental Ballistic Missile system. The very sophisticated Utah Test and Training range (UTTR), 50 miles west of the base, provides over 2,675 square miles of land for all of the Services to fly more than 22,000 sorties annually. UTTR is the largest special use airspace over land within the continental United States. During 1999 the competed workload at Sacramento ALC started transitioning to OO-ALC. Transition of the A-10 aircraft work has gone very well. The other "commodity"

workloads are progressing well along with the associated equipment, tools, fixtures and personnel.

Warner-Robins Air Logistic Center (WR-ALC):
The Warner Robins Air Logistics Center at Robins AFB, GA provides worldwide logistical support for all Air Force missiles, vehicles, general-purpose computers and avionics and electronic systems on most aircraft. The center supports fire-fighting equipment and vehicles of all types and is the technology repair center for life support equipment, instruments (gyroscopes), airborne electronics and aircraft propellers. Robins has the supply and maintenance function for most Air Force Bases along the East Coast, as well as the Atlantic Missile Test Range, Newfoundland, Labrador, Greenland, Iceland, Bermuda, the Azores and all Air Force Security Assistance Program activities in Europe, Africa and the Middle East. Robins supports the F-15 Eagle, C141 Starlifter, C-130 Hercules, C5 Galaxy, U-2 Dragon Lady, utility aircraft, helicopters and missiles. WR-ALC manages more than 200,000 items representing the full range of avionics functions and technology, including aerospace communications and navigation equipment, airborne bomb and gun directing systems, target acquisition systems and most AF airborne electronic warfare equipment. Cradle-to-grave management support of the Low-Altitude Navigational Targeting Infrared for Night System (LANTIRN), the Joint Tactical Information Distribution System and the Worldwide Military Command and Control System is the responsibility of WR-ALC.

311thHSW Brooks AFB, TX – The 311th Human Systems Wing at Brooks AFB, Texas is the human systems arm of the Aeronautical Systems Center, Wright-Patterson Air Force Base, Ohio. The wing produces human-centered products that improve readiness and war-fighting of Air Force and Department of Defense weapons and support Systems. The 311th improves combat effectiveness and peacetime operational efficiency by enhancing human performance and managing health and safety risks. The wing executes more than 140 technology acquisition and sustainment programs and trains 7,000 plus aero-medical personnel annually. The Air Force Center of Environmental Excellence is a tenant at Brooks AFB and provides oversight of AF Environmental responsibilities. With an annual budget of $142M, the 311th Human System Wing is also host to the Air Force's Armstrong Research Laboratory and the Air Force Outreach Program Office, as well as AFCEE.

San Antonio Air Logistics Center (SA-ALC):
The San Antonio Air Logistics Center at Kelly Airforce Base Texas, supports more than 14,000 jet engines, manages an inventory with a $2Billion annual budget, computes but and repair actions needed for 25,000 stock numbers and supports 70 security assistance program countries. SA-ALC supports the T-37, T-38 and the C-17 weapons systems. SA-ALC is scheduled to close as part of the Base Realignment and closure process in July 2001. As a result of that decision, the C-5 PDM workload was competed in a public/private competition which was won by Warner Robbins ALC and the C-5 Program functions was successfully transitioned in June 1999. The propulsion business area was similarly competed and won by the team of Oklahoma City ALC and Lockheed Martin. F1000 Engine Core Workload has been transferred to Tinker AFB and the program management function is scheduled to follow in mid FY 2000. IN May 1999 the

electronics business area was transition to Warner Robbins ALC, moving over 5,000 pieces of equipment in a 7-month period.

Oklahoma City Air Logistics Center (OC-ALC):

The Oklahoma City Air Logistics Center operates under the AFMC concept of Integrated Weapons System Management. With a $4 billion dollar budget and a cradle to grave weapons system management focus, OC-ALC provides management and organic depot level maintenance support for B-1B, B-2, B-52, C/KC-135 and E-AWACS Sentry aircraft. The center also manages fifteen different types of engines and is the repair source for nine, including the F118 for the B-2 Stealth Bomber and the F101 for the B-1B. Additionally, OC-ALC is the Center of Excellence for commercially supported aircraft and manages virtually all the commercial derivative aircraft in the Air Force, including the VC-25A of the Presidential fleet. The Center had almost $800 million dollars in customer service orders for FY 97 with approximately 12 percent of the center's engine workload performed for the Navy under inter-service support agreements.

DLA SUPPLY CENTERS:

Defense Industrial Supply Center (DISC):

The Defense Industrial Supply Center procures and manages vital industrial hardware items for use by U.S. Armed Forces throughout the world. DISC was established in April 1962 as a field activity of the Defense Logistics Agency. DISC is located on the Naval Inventory Control Point (NAVICP) Philadelphia Compound in Northeast Philadelphia and is responsible for the wholesale support of the military services with industrial type items. These include bearings, rope, cable and fittings, fasteners, hardware, packing and gasket materials, springs and rings, metal bars, sheets, electrical wire and cable, as well as certain ores, minerals and precious metals. The items purchased by DISC are used in the repair and maintenance of key weapon systems, including the Trident, Patriot and Minuteman III missiles, the Black Hawk and Apache helicopters, the Abrams tank, the Eagle, Hornet and Harrier aircraft, the Ohio and Los Angeles Class submarines, the AEGIS Class cruisers, and the Nimitz Class aircraft carriers, as well as in support of NASA space programs. In addition to supporting military customers, this Center also furnishes supply support to a number of Civilian Agencies. DISC employs over 1400 civilian employees. The Center has a military complement of 28 officers and enlisted personnel who represent all four of the military services.

Defense Supply Center Philadelphia (DSCP):

The Defense Supply Center Philadelphia is responsible for providing over $3 billion dollars worth of clothing and textiles, subsistence and medical supplies to American forces worldwide as well as non-defense customers. The Clothing and Textile Directorate purchases and manages over 5000 items including uniforms, insignia, protective clothing, tentage and accessories. The Subsistence Directorate links DoD with the food industry purchasing over $1.1 billion dollars worth of food products for 1,800 troop-issue and resale commissaries worldwide. The Medical Directorate purchases over $1.03 billion dollars worth of medical supplies from pharmaceutical supplies to bio-medical equipment for the DoD, Veterans Administration and other federally funded medical facilities.

Defense Supply Center Columbus (DSCC):
Throughout the world, the Defense Supply Center Columbus is known to more than 24,000 military and civilian customers and 100,000 contractors, as the largest supplier of weapon system spare parts and end items. One of the three Inventory Control Points (ICPs) of the Defense Logistics Agency, DSCC manages more than 1.9 million different construction and electronic spare parts and accounts for $1.84 billion in annual sales. Officially named and reorganized in January 1996, DSCC was the first ICP in DLA to develop a weapon system approach towards material management. Weapon system management is now standard procedure in DLA. DSCC is the lead ICP for Maritime and Land-based systems under DLA's new material management approach.

Defense Supply Center Richmond (DSCR):
DSCR is an Inventory Control Point (ICP) assigned to the Defense Logistics Agency (DLA). As the ICP designated as the lead center for aviation, DSCR serves within the DoD supply chain as the primary source of supply for nearly 900,000 repair parts and operating supply items. The annual activity on these items represents nearly $1.5 billion. These items have an extremely wide range of application. Of course, DSCR's core mission is to supply items with a direct application to air, aviation and space support.

NASA:

NASA is DCMC's largest civilian agency customer. During FY989, DCMC expended over 6500,000 hours on NASA delegations. Two Customer Liaison Representative one at Marshall Space and Flight Center in Huntsville, AL, and one at Johnson Space Center in Houston, Texas provide on-site assistance to the customer. DCMC support has been requested from the following NASA Centers:

- Johnson Space Center
- Glenn Research Center
- Goddard Space Flight Center
- Marshall Space Flight Center
- Langley Research Center
- Kennedy Space Center
- Stennis Space Center
- Ames Research Center

Contract Management delegations to DCMC are managed individually by each Center. Johnson Space Center is responsible for the International Space Station, Space Shuttle Program Management, Consolidated Space Operations, and the Shuttle Orbiter. Marshall Space Flight Center manages all of the Space Shuttle Propulsion Elements, the Chandra AXAF Observatory, some aspects of the Space Station and the several advanced space transportation projects including a potential replacement for the Space Shuttle. Goddard Space Flight Center manages most of the satellites through project offices. Stennis Space Center provides hot-fire testing of Space Shuttle main engines. Kennedy Space Center launches the Shuttle, recovers refurbishable elements of the propulsion system, manages

Shuttle upgrades and has program management responsibilities for all NASA Expendable Launch Vehicles.

NASA budgets and internal workforce are decreasing. Some Centers have begun delegating tasks to DCMC that have not been previously delegated, such as review of contractor Earned Value Management System. NASA is no longer primarily interested in Quality Assurance surveillance and inspection functions. Recent delegations have included business-oriented tasks, such as contract pricing and government property administration.

Special Assignment Liaisons:

DFAS Columbus – Defense Finance and Accounting Service - Columbus Center (DFAS-CO):

The Defense Finance and Accounting Service – Columbus Center provides payment, disbursing and accounting services for government organizations. The Center was formed to consolidate, standardize and improve payment, accounting and financial functions throughout the Department of Defense. The Columbus Center pays over 381,000 major, high-dollar DoD contracts with approximately 40,000 contractors. If fiscal year 1998, Columbus processed more than 5.43 million contractor invoices. Among the types of payments performed in Columbus are MOCAS, Stock Fund, Defense Commissary Agency, and commercial payments, as well as employee travel and PCS claims. The Contract Entitlement Directorate, which pays MOCAS contracts, paid approximately 1,047,600 invoices in fiscal year 1998.

The Contract Entitlement Directorate consists of three geographically aligned subordinate entitlement directorates, as well as a Reconciliation Directorate and an Operations Support Directorate. The entitlement directorates serving the north, south, and west regions of the nation, enter contracts and PCO modifications into MOCAS and perform the functions necessary to validate the contractors' entitlement to payment on invoices submitted. The Reconciliation Directorate reconciles contracts whose funds are out of balance, closes CAR Part B contracts, and perform accounts receivable functions. The Operations Support Directorate provides the other directorates with administrative, systems, financial control, policy, and procedures support. Actual payments are made by the Disbursing Directorate, which is not part of the Contract Entitlement Directorate.

The North and South Entitlement Directorates entitle payments on contracts administered by DCMD East while the West Entitlement Directorate entitles payments on contracts administered by DCMD West. Most DCMD International contracts paid in U.S. dollars are processed in West Entitlement; however, DCMC Americas' Canadian contracts are processed in North Entitlement. More information on DFAS and the Columbus Center can be found at http://www.dfas.mil.

The DCMC Liaison Office at DFAS Columbus helps to resolve DCMC payment and closeout issues that cannot be settled by normal contact with DFAS, gives advice to

contracting officers on potential contract payment provisions, and assists in the coordination of policy between DCMC Headquarters and DFAS Columbus.

DEFENSE SECURITY COOPERATION AGENCY (DSCA):

The Defense Security Cooperation Agency (DSCA) is responsible for all aspects of the United States Foreign Military Sales (FMS) program. Reporting to the OUSD (Policy and Security), DSCA is chartered to develop and implement policy pertaining to the sale of US DOD military hardware and technology to foreign allies of the US government. DSCA manages approximately $10B per year in sales (FY99 figure) through coordination with the Department of State, Department of Commerce, other DOD agencies and the FMS acquisition arms of the US Military Departments. DSCA manages many FMS programs that are a direct implementation of National Security Policy and may involve Foreign Military Financing or Military Grants. They are also responsible for managing various FMS trust funds that originate from administrative reimbursement fees paid by the purchasing countries. DSCA's headquarters is located in Arlington Virginia, They also have a satellite office in Mechanicsburg, PA (Defense Security Assistance Development Center) and an academic arm (Defense Institute of Security Assistance Management) at Wright-Patterson AFB, Ohio.

Acquisition Center of Excellence (ACE):

The Navy Acquisition Center of Excellence, located in the Washington Navy Yard, Washington DC, is responsible for developing and implementing “world class” acquisition systems and processes for the Department of the Navy. ACE objectives are to provide premiere subject matter experts who promote and facilitate acquisition innovation and serve as an information gateway for all Navy acquisition activities. ACE offers decision support and analysis, business wargaming, simulation-based acquisition, management and acquisition tools, and information resources to Program Managers.

Defense Systems Management College (DSMC):

DCMC teams with two customers at DSMC. The College is provided with the latest information concerning DCMC mission areas and related issues and incorporates this information into DSMC teaching materials. DCMC also provides speakers to address DSMC classes. Additionally, DCMC assists the College’s research and consulting effort for DCMC mission topics. Annually, approximately 8,000 students take courses offered by the college. Most of these students are or will be DCMC customers when they return to their buying commands.